

FILED *Personnel 15*

Director of Personnel  
5E56 HQS

Please prepare a suitable reply to Mr. Couturier thanking him for his proposal and expressing our interest in reviewing the subject with him at an appropriate future time. In view of your several contacts with Mr. Couturier, I think it best for you to personally visit him to explain our position.

I suggest that "in house only" you review the whole proposal next spring with a view towards possibly adopting it for your 1969-70 Recruitment Program.

SIGNED R. L. Bannerman

R. L. Bannerman  
14 OCT 1968

Deputy Director for Support 7D26 HQS ☐

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ILLEGIB

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**CONFIDENTIAL**

DD/S 68-4926  
01 OCT 1968

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : National Civil Service League Offer to Produce  
an Agency Recruitment Brochure

1. This memorandum contains a recommendation for your concurrence.  
This recommendation is contained in paragraph 3.

2. Attached is a memorandum from the Director of Personnel describing the proposal by Mr. Couturier of the National Civil Service League to produce an Agency recruitment brochure under the aegis of the NCSL. While this proposal may have some merit in the future, I feel that the Agency should not be the first in this program with all its obvious disadvantages. Additionally the time is not propitious in view of all the problems of Agency recruiting on campuses.

3. I recommend we tell Mr. Couturier that we appreciate his offer but we are not prepared to take this step at this time in our recruitment program; however, we may reconsider this position at some time in the near future.

SIGNED R. L. Bannerman

R. L. Bannerman  
Deputy Director  
for Support

Att: Memo dtd 22 Aug 68 for DD/S  
fr D/Pers, same subj

CONCUR:

LS/  
L. K. White  
Executive Director-Comptroller

\_\_\_\_\_  
Date

**CONFIDENTIAL**

GROUP 1  
excluded from automatic  
downgrading and  
declassification

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Approved For Release 2003/04/29 : CIA-RDP84-00780R002300180013-6

Next 2 Page(s) In Document Exempt

Approved For Release 2003/04/29 : CIA-RDP84-00780R002300180013-6

11 October 1968

NOTE FOR: Mr. Bannerman via Mr. Coffey

[REDACTED]

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I discussed this over the telephone with Mr. Wattles and he proposes that we send a short note to Mr. Couturier to be followed up by a visit from [REDACTED] also suggested that we might review the whole proposal late/ next spring when we have all the results in from this year's Recruitment Program and have a better feel for the climate existing at that time.

Bob

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Recommend your signature on the routing slip.

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[REDACTED]

D12/5 68 430  
22 AUG 1968

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : National Civil Service League Offer to  
Produce an Agency Recruitment Brochure

1. This memorandum reports the status of the subject proposal and suggests, in paragraph 11, several considerations which should be taken into account before we proceed further.

2. This proposal has been discussed in detail with Mr. Jean Couturier, Executive Director of the National Civil Service League and with Mr. Joseph Goodwin, Assistant to the Director. It should be noted at the outset that Mr. Couturier is a dynamic individual who is attempting to breath some life into what he describes as a "prestigious organization that is in danger of becoming moribund". The NCSL recently received a Ford Foundation grant of \$100,000 to strengthen and expand its Career Service Awards Program. The expansion, according to Mr. Couturier, will include the six projects outlined in Attachment A. Of these, Projects #1, #2 and #6 could involve the Agency. Project #1 is the most important, but before getting to it I will mention the other two briefly.

3. Project #2 is a Public Service Advertising Campaign. This would involve the placement by NCSL, in collaboration with the Rockefeller Public Service Awards Staff and the Advertising Council, of a series of advertisements in major periodicals such as Time, Newsweek, Life, etc. These advertisements would sell the challenge of Federal employment and would be woven around the "success stories" of former winners of the NCSL Career Service Award. In addition, Mr. Couturier envisages similar treatment in television and radio commercials.

4. Project #6, Bringing Awardees in Contact with Youth, would employ former NCSL Award winners in a sort of Speakers Bureau, willing and able to fulfill speaking commitments of the League at colleges, universities and professional organiza-

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tions that had accepted the League's offer.

5. Project #1, which was the subject of Mr. Couturier's letter to the Director, was discussed in great detail. As noted in Attachment A, NCSL has contacted the heads of seventeen Federal agencies which have had awardees. Each agency was invited to assist in the production of a recruitment brochure, the theme of which would be the "success stories" of its own awardees. To date, Mr. Couturier reported, replies have been received from eight agencies and positive commitments from two, the Department of Agriculture and the Veterans Administration.

6. As Mr. Couturier sees the publication for CIA, it would be a brochure of perhaps sixteen pages. The quality of paper used would be about the same as that used in their own publication (Attachment B). If we preferred a better or lesser quality, or a "slick" cover, he would arrange for it. The writing would be done by a professional (unnamed) in collaboration with Mr. James Kelleher, a public relations representative who has volunteered his services to NCSL on many occasions. According to Mr. Couturier, Kelleher was Public Relations Officer for the Post Office Department when Postmaster Day was in office and was the creator of the "Mr. ZIP" image which the Post Office Department has exploited so successfully.

7. Mr. Couturier would insist on the following conditions:

a. Cooperation of the Agency in making available the necessary background and biographic data.

b. Literary license as regards the text, within the bounds of security. He was quite insistent on this condition, expressing the feeling that to allow Agency editing, other than for security, would reduce the document to "governmentalese" and would lessen the "citizens' perspective" effect that is one of the principal objectives.

8. The make-up of the brochure would be about as follows:

a. A section explaining why the NCSL feel that interested citizens should have an awareness and an appreciation of the role of CIA in national affairs.

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b. A series of "success stories" on the five Agency NCSL Award winners, written to suggest a ladder of progression from junior to senior levels.

c. A series of statements by Presidents of the United States on the value of the Agency.

d. A statement by the Director of Central Intelligence on the significance of the Agency and the career opportunities to be found therein.

e. A closing section concerning the types of background of interest to the Agency and instructions on how to apply for employment.

9. The distribution of the brochure would be determined by the Agency. It is interesting to note that Mr. Couturier did not recommend that distribution be to the normal readership of NCSL publications. He described the normal readership as being made up, by and large, of prominent social, academic, business and industrial figures who maintain an academic interest in "good government" as a worthy civic aspiration but who have little practical interest in it. He did suggest distribution to college and public libraries, college placement offices and to faculty members in selected fields.

10. The cost of this proposal would have to be borne by the Agency. Mr. Couturier's estimate of the costs would depend on the number of brochures to be produced, but would be generally as follows:

a. Writing	\$1500-\$2000
b. Layout (including art work, typography, mechanical work, etc.)	\$1500
c. Printing:	
20,000 copies	\$1500
Second 20,000 copies	<u>\$1200</u>
TOTAL PRODUCTION COSTS	\$5700 - \$6200

d. In addition, costs of distribution would be an Agency expense. NCSL has "non-profit" postal privileges, but the cost of mailing lists and the addressing and mailing of up to 40,000 pieces would be significant. In total, the project would cost not less than \$7500 and probably closer to \$10,000.

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11. There are a number of considerations to be taken into account in deciding on this offer.

a. Would such a "citizens' perspective" brochure improve significantly the "image" of the Agency? With careful attention to distribution, perhaps it would; certainly it could not be guaranteed.

b. According to Mr. Couturier, though two agencies have expressed positive interest, none has actually authorized production of a brochure. Thus, if we were to agree, CIA would be the first. In the present political climate it is possible that the Agency critics, unaware that NCSL has undertaken to produce similar brochures for other agencies, might charge that CIA has "bought" the National Civil Service League. Mr. Couturier recognizes this possibility but minimizes the risk.

c. Do we wish to accept Mr. Couturier's conditions, set forth in paragraph 7 above?

d. The "Speakers Bureau" of Agency Award winners to fulfill League speaking commitments (set forth in paragraph 4 above) would consist of Arthur Lundahl  and also the Director. Do we want to undertake this?

25X1

e. Publication of the "success stories" of our officers might involve critical questions as to the amount of detail to be included.

f. Would the Director be willing to make a public statement?

g. What about the cost involved? Would Mr. Couturier's promotional efforts produce \$10,000 worth of Agency image improvement? We can only speculate on that.

h. Our own internally produced Recruitment Brochure is in the final stages of preparation for printing and will be available in September.

12. Mr. Goodwin and I are agreed that from a public relations point of view this proposal has some attraction, but I think we should not buy the package on NCSL terms. If it is decided to pursue the matter further, I believe



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Mr. Couturier should be told that our interest will depend upon our having the right of editorial review.

/s/ Robert S. Wattles  
Robert S. Wattles  
Director of Personnel

Atts

Distribution:

Orig & 2 - Addressee

1 - D/Pers w/o atts.

1 - Mr. Goodwin w/o atts.

1 - DD/Pers/R&P w/o atts.

25X1 DD/Pers/R&P:  brt (22 Aug 68)

PD / 10  
FILE Personnel 15

Mr. Helms

Attached is a proposed response to Mr. Couturier's letter to you proposing a promotional document based on the "success stories" of the five Agency officials who have received the National Civil Service League Award. I think a promotional document of this nature would be a helpful addition to our recruitment package and would prove quite useful in both our recruiting and public relations programs.

Request your signature.

SIGNED R. L. Bannerman

R. L. Bannerman

EO-DD/S:VRT:es (31 May 68)

05 JUN 1968

Rewritten: DD/S:RLB:maq (5 June 68)

Distribution:

Orig - DCI w/O & 6 ccys DD/S 68-2777

1 - DD/S Subject w/ccy DD/S 68-2777

1 - DD/S Chrono

DD/S 68-2777: Proposed ltr dtd \_\_\_\_\_ for Mr. Jean J. Couturier fr Richard Helms re promotional document based on "success stories" of five Agency representatives who have won the National Civil Service League Award

012/5 68.2777

Mr. Jean J. Couturier, Executive Director  
National Civil Service League  
1346 Connecticut Avenue, N. W.  
Washington, D. C. 20036

Dear Jean:

Thank you for your letter of 14 May suggesting a promotional document based on the "success stories" of the five Agency representatives who have won your Award. You present an attractive prospectus and I can appreciate the appeal that such a citizens' statement, issued through the good offices of the League, would have for many readers.

I like your idea in principle and would like to see in more detail how such a document might accord with our recruitment program. Our needs tend to be specialized in nature and modest in numbers and we have found it desirable to focus our recruitment efforts on proven sources, stressing selectivity rather than general appeal. I appreciate your thinking of us and have asked [redacted] of our recruitment staff to call on you in the near future for further discussion.

STAT

Sincerely,

Richard Helms  
Director

STAT

Distribution:

- Orig & 1 - Addressee
- 1 - Signing Official
- 1 - DDCI
- 1 - ER
- 2 - DDS
- 1 - D/Pers
- 1 - DD/Pers/R&P

Originator:

[redacted]  
Director of Personnel

5 JUN 1968

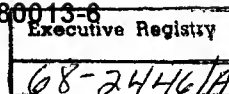
STAT

DD/Pers/R&P/ [redacted]

(4 June 1968)

Concur:

R. L. Bannerman  
Deputy Director  
for Support



DD/S 68-277

10 JUN 1968

Mr. Jean J. Couturier, Executive Director  
National Civil Service League  
1346 Connecticut Avenue, N. W.  
Washington, D. C. 20036

Dear Jean:

Thank you for your letter of May 14 suggesting a promotional document based on the "success stories" of the five Agency representatives who have won your Award. You present an attractive prospectus, and I can appreciate the appeal that such a citizens' statement, issued through the good offices of the League, would have for many readers.

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We would be pleased to cooperate in this endeavor, and I have asked [redacted] of our recruitment staff to call on you for further discussion.

Sincerely,

7s/ Richard Helms

Richard Helms  
Director

DD/Pers/R&P/RBF:jem (4 June 1968)  
Rewritten: DD/S:RLB:maq (5 June 1968)  
Rewritten: ExDir:LKW:jrf (7 June 1968)  
Distribution:

0 & 1 - Adse

1 - ER

2 - DD/S

1 - D/Pers

1 - DD/Pers/R&P

Originator: s/Robert S. Wattles (on original)  
Director of Personnel

SIGNED R. L. Bannerman

Concur:

Deputy Director for Support

05 JUN 1968

DD/Pers/R&P/RBP:jem (4 June 68)

Rewritten: DD/S:RLB:maq (5 June 68)

Distribution:

Orig & 1 - Adse

1 - Signing Official

1 - DDCI

1 - ER

2 - DD/S Chrono. Subject

1 - D/Pers

1 - DD/Pers/R&P

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